Accountability- Extent to which one is responsible to a higher authority – legal or organizational – for one's actions in society or within one's particular organizational position.

Adjusted Budget- The current budget adopted by the City Council, including any Council-approved modifications authorized throughout the years and prior year encumbrances.

Administrative Overhead- Cost applied, based on employee salaries, to fund the administration of the payroll system, employee benefits, labor relations, and ancillary services.

Adopted Budget- The new allocation of expenditures and revenues for the current fiscal year, as approved by the City Council.

Appropriation- An authorization by the City Council that permits officials to incur obligations and expend City resources within a fiscal year. This includes adopted budget plus prior year estimated carryover budget.

Budget- A financial plan serving as a pattern for and control over future operations - any estimate of future costs or plan for the utilization of the workforce, material or other resources.

Bureau- A unit of organization within a department that may be subdivided into divisions.

Capital Improvements- Construction or major repair of City facilities or buildings.

Capital Improvement Program (CIP)- A plan for Capital expenditures to be incurred each year describing each project, the amount to be expended, and the method of financing.

Capital Outlay- The acquisition costs of equipment with a value of \$5,000 or greater used in providing direct services.

Charter-mandated- As legally required by the City's Charter, which is the document that spells out the purposes and powers of the City.

Debt Service- The cost of paying the principal and interest on borrowed money according to a predetermined schedule.

Department- An organizational unit that may be subdivided into bureaus.

Division- An organizational unit within a bureau that may be subdivided into sections.

Encumbrance- The money allocated for payment of goods/services contracted for but not yet received.

Enterprise Fund- A fund used to account for the City's ongoing activities, which are similar to those found in the private sector in that they are structured to be self-supporting, e.g. gas, airport, towing, etc.

Estimated Actuals/FY 03 Estimated- Anticipated year-end totals for the current fiscal year for expenditures and revenues. These amounts may be larger than the Adopted Budget due to mid-year budget adjustments and prior year encumbrances, which are not included in the Adopted Budget.

Estimated Carryover- Funds carried over from prior-years for multi-year grants and projects.

Expenditures- The cost for personnel, materials and equipment required for a department to deliver services.

Fiscal Year (FY)- A time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Long Beach's fiscal year is October 1 through September 30.

Fringe Benefits- Any of a variety of nonwage or supplemental benefits (health/dental/life insurance, pension contributions and auto allowance) that employees receive in addition to their regular wages.

Full-Time Equivalent (FTE) - 2,088 employee-work hours, or the equivalent of a full-time position for one year.

Fund- An accounting entity with a self-balancing set of accounts recording financial resources and transactions for specific activities or to attain certain objectives.

Fund Balance- The net effect of current assets less current liabilities at any given point in time.

General Fund- A fund which accounts for tax and other general purpose revenues, e.g., sales taxes, property taxes, fines, interest, etc. and records the transactions of general governmental services, e.g., police, fire, library, parks and public works.

Internal Services- The costs of reimbursement for services provided by Internal Service Fund programs to other City programs and departments (e.g., vehicle maintenance, computer systems, risk management, etc.)

Internal Service Fund- A fund used to finance and account for goods and services provided by one City department to other City departments.

Memorandum of Understanding (MOU)- Agreement between mutual parties such as between City departments or between the City and employee organizations.

Miscellaneous Skill Pays- Additional compensation specific to police officers who qualify annually for firearm skill and physical fitness, as well as specialized pay for field training officers and one-officer patrol.

Mission- A broad statement of a department's purpose, in terms of meeting the public service needs for which it is organized.

Non-Personal Services- The costs of utilities, materials and supplies, services and other non-labor costs.

Objective- A specific statement describing a result to be achieved in support of a department's goals.

One-time- Program expenditures or sources of revenue that are irregular or occasional.

Ongoing- Program expenditures or sources of revenue that are recurring or continuous.

Performance Measure (PMI)- Specific quantitative (outputs) or qualitative (outcomes) measures of work performed within an activity or program.

Personal Services- The costs of labor, including salaries and fringe benefits.

Personnel- Reflects total full-time, part-time and temporary budgeted positions, expressed as full-time equivalents. (Example: Two half-time positions equal one full-time equivalent.)

Prior Year Encumbrances (PYE)- Money set aside from last year's budget to pay for items or services ordered during that year but received in the subsequent fiscal year. The encumbrance is removed when the items or services are received and paid for.

Redevelopment Agency (RDA)- Oversight for the redevelopment process is provided by the Redevelopment Agency of the City of Long Beach, which is governed by a seven-member Board appointed by the Mayor and approved by the City Council.

Resources- Total dollars available for appropriations including estimated revenues, fund transfers and beginning fund balances.

Return on Assets (ROA)- This is a measure of how effective the City is at putting its assets to work. The ROA is a test of asset utilization - how much revenue the City has earned on the total assets it has in property, infrastructure, facilities and other equipment.

Revenues- The historical and estimated yield of taxes and other sources of income that a government unit collects and receives for public use.

Salary Savings- Budget amount to be saved by departments during the fiscal year through Salaries, Wages and Benefits (mostly through retirements and maintaining vacancies).

Special Revenue Fund- A fund used to account for the proceeds of specific revenue sources that are restricted by law to expenditure for specific purposes.

Structural Deficit- A fiscal imbalance created when estimated long-term, ongoing costs exceed the City's capacity to generate long-term, ongoing revenues.

Structural Reductions- A measure that either decreases or eliminates an ongoing cost, or generates ongoing, recurring revenue for the City.

Subsidiary Agency Fund- A fund used to account for resources and assets where the City is acting as an agent for other governmental units, private organizations or individuals.

Three-Year Financial Strategic Plan- A plan developed by City staff and endorsed by the City Council, based upon the community's service priorities, designed to guide cost reductions and revenue increases to address the City's structural deficit over the next three years.

Tidelands Funds- The Tidelands Operating Funds are used to account for operations, maintenance and development of the Convention Center, beaches, waterways and marinas in the Tidelands area. The Tidelands Oil Revenue Fund is used to account for the proceeds from oil operations within the Tidelands area. The Subsidence Fund is used to account for the accumulation of resources needed to minimize and remedy future land sinkage due to oil operations in the Tidelands area.

Transparency- The availability of information to the general public about government rules, regulations and operations (programmatic and financial) to encourage community participation and improve the decision-making process.

User Charges/Fees- The payment of a fee for direct receipt of a public service by the party benefiting from the service.

AB Assembly Bill

ADA Americans with Disabilities Act
AQMD Air Quality Management District
BEP Budget Evaluation Process
BTD Business Technology Division

CACOD Citizens Advisory Commission on Disabilities
CAFR Comprehensive Annual Financial Report
CDBG Community Development Block Grant

CIP Capital Improvement Program
CNG Compressed Natural Gas
COLA Cost of Living Adjustment
COPS Community Oriented Policing

CPI Consumer Price Index

CUPA Certified Unified Program Agency
CVB Convention and Visitors Bureau
DOT Department of Transportation

ECOC Emergency Communications and Operations Center

FTE Full-Time Equivalent

FY Fiscal Year

ICMA International City/County Management Association

JPA Joint Powers Authority

LBUSD Long Beach Unified School District

LNG Liquefied Natural Gas

MOU Memorandum of Understanding

NC Non-Career

NCL National Civic League

NPDES National Pollution Discharge Elimination System

OSHA Occupational Safety and Health Act

PAL Police Athletic League

PBAI Parking and Business Area Improvement

PCA Public Corporation for the Arts

PMI Performance Management Initiatives

PUC Public Utilities Commission
PYE Prior Year Encumbrances
RDA Redevelopment Agency
RLA Rancho Los Alamitos
ROA Return on Assets

SAP Special Advertising and Promotions Fund

SCE Southern California Edison

SERRF South East Resource Recovery Facility

TOT Transient Occupancy Tax

UUT Utility Users Tax VLF Vehicle License Fee

Index

	Page
Acknowledgements	463
Airport Fund Summary	
Airport Projects - CIP	434
Allocation Plan - CIP	433
Annual Budget Process	28
Annual Report to the Community	27
Appendices	441
Award	
Belmont Shore Parking Meter Fund Summary	387
Beyond 2005	CM 25
Budget Calendar	
Budget Oversight Committee Recommendations	CM 9
Budget Process	
Budget Summaries	
Budgets by Department	
Business and Industry	
Business Assistance Fund Summary	
Capital Improvement Program (CIP)	
Capital Projects Fund Summary	
Certificates of Participation	
Changes by Fund of FY 05 Proposed to FY 05 Adopted	
City Attorney	
City Auditor	
City Clerk	
City Manager	
City Manager's Adopted Budget Transmittal Letter	
City Manager's Budget Message City Prosecutor	
Civic Center Fund Summary	
Civil Service	
Community Development	
Community Development Grants Fund Summary	
Community Development Projects - CIP	
Community Involvement	
Comparison of Expenditures by Fund	59
Comparison of Revenues by Fund	
Comparison of Revenues by Fund Group and Source	
Computation of Legal Debt Margin	
Continued Impacts of State Budget Crisis	
CUPA Fund Summary	
Debt Management	
Demographics	
Education	
Elected Officials and City Organizational Chart	
Employee Benefits Fund Summary	
Energy Services Fund Summary	
Enterprise Funds	

Index

	Page
Financial Management	145
Financial Policy	
Fire	165
Fleet Services Fund Summary	
FY 05 Proposed General Fund Budget	
"Gann" Appropriations Limit	
Gas Fund Summary	
Gasoline Tax Street Improvement Fund Summary	
General Fund Revenue	
General Fund Revenues (Top 40)	
General Funds	
General Funds Summary	
General Services Fund Summary	
Glossary and Acronyms	
Harbor	
Harbor Department Projects - CIP	
Harbor Funds Summary	
Health and Human Services	
Health Fund Summary	
Housing Authority Fund Summary	
Housing Development Fund Summary	
Human Resources	
Insurance Fund Summary	
Internal Service Funds	
Library Services	
Long Beach Energy	
Long Beach Energy Department Projects - CIP	
Major Developments	
Marinas, Beaches and Waterways Projects - CIP	
Mayor and City Council	
Oil Properties	
Ongoing Optimization Efforts	
Outlook for FY 06 and Beyond	
Park Development Fund Summary	
Parking Authority Fund Summary	
Parking and Business Area Improvement Fund Summary	
Parks, Recreation and Marine	
Parks, Recreation and Recreation Projects - CIP	
Performance Management Initiatives	
Planning and Building	
Police	
Potential Adjustments to FY 05 Proposed Budget	
Property Tax	
Proposed Enhancements	
Proposed Fee Adjustments by Department	
Proposed Updated Three-Year Financial Strategic Plan	CM 15, 31
Public Facilities Projects - CIP	40-

Index

	Page
Public Works	319
Redevelopment Fund Summary	426
Refuse/Recycling Fund Summary	416
Reserve for Subsidence Fund Summary	
Restoring Fiscal Balance	CM 1
Revenue Bonds	
Sales Tax	
SERRF Fund Summary	417
SERRF JPA Fund Summary	418
Sewer Fund Summary	414
Special Advertising and Promotions Fund Summary	384
Special Funds	379
Storm Drain Projects - CIP	437
Strategic Plan 2010	
Street Rehabilitation Projects - CIP	438
Subsidiary Agency Funds	
Summary of Budgets by Department	
Summary of Full Time Equivalents (FTEs) by Departments	
Summary of General Fund Budgets by Departments	
Summary of Resources & Expenditures by Fund	
Tax Allocation Revenue Bonds	
Technology Services	
Three-Year Financial Strategic Plan	
Tideland Oil Revenue Fund Summary	
Tidelands Funds	
Tidelands Funds Summary	
Towing Fund Summary	
Transportation Enhancement Projects – CIP	
Transportation Fund Summary	
Uncontrollable Cost Increases	
Understanding the City's Budget	
Upland Oil Fund Summary	
Utility User's Tax	
Water	
Water Department Projects - CIP	
Water Fund Summary	
What We Believe	
Work Process Review/Service Optimization	25



Acknowledgements

City Manager's Office

Christine F. Shippey, Assistant City Manager Suzanne R. Mason, Deputy City Manager Reginald I. Harrison, Deputy City Manager Stephen Scott, Acting Contracts Officer Tom Modica, Acting Assistant to the City Manager

Department of Financial Management

Michael A. Killebrew, Acting Director of Financial Management Lisa Squires, Executive Secretary David Wodynski, Budget Management Officer

Budget Staff:

Cheryl Briggs, Administrative Analyst Shari Metcalfe, Administrative Analyst Lou Palmer, Administrative Analyst Mariel Sipman, Administrative Analyst Greg Sorensen, Administrative Analyst Amy Tidus, Administrative Analyst Teri Luce, Budget Clerk

Claudia Santos, Accounting Operations Officer Hershal Skidmore, Accounting Operations Officer and Accounting Staff

David Nakamoto, Acting City Treasurer Eugene Fong, Treasury Operations Officer Jason Orozco, Secretary

Alex Gordon, Acting Administrative Analyst Leslie Horikawa-Thiede, Administrative Analyst

Elizabeth Haynes, Technical Systems Officer

Department of Technology Services

Computing Services:

Dan Payne, Applications Programming Officer Jerry Jolly, Business Systems Specialist Ken Hovinetz, Business Systems Specialist Susan Wilkinson, Business Systems Specialist

> Operations Support: Richard Cao, Supervisor, Reprographics and Reprographics Staff

> > Cover Design: Teri Luce

Historical City Seal

The seal of the City of Long Beach was designed in 1933 by Roland S. Gielow, a draftsman in the City's engineering department. Mr. Gielow created this seal as part of a contest and was awarded a \$150 prize for his design.

The theme of the seal is "Urbs Amicitae" or the "Friendly City." The seal incorporates many design elements, both real and symbolic of the City of Long Beach.

At the center of focus is the "Queen of the Beaches," seated on her throne in the foreground, scepter in hand with the California "Golden Bear" at her feet. Below her lies the horn of plenty pouring forth an avalanche of fruit, agricultural and manufactured products, while perpetual sunshine lights the heavens where an airplane soars. Also depicted are the mountains and sea, a ship, the auditorium, typifying a convention city, the Rainbow pier and yachts offshore.

The lighthouse, breakwater and docks are symbolic of the harbor and the ship symbolizes commerce of the seven seas. Rail transportation is brought to the water's edge as pictured by the locomotive and factories and refineries and oil play a significant role in the pictorial structure.

To portray Long Beach's unrivaled oceanfront attractions, the artist paneled the whole with a seashell and to stress its cultural side a book of knowledge and lamp of wisdom are shown. The four stars at the top signify Long Beach as the fourth largest City in California at the time. This historic seal demonstrates all of the diverse and wonderful assets that the City of Long Beach maintains, and which benefit all who live, work and play in the City to this day.

CITY OF LONG BEACH
333 West Ocean Boulevard
Long Beach, California 90802
(562) 570-6425
www.longbeach.gov